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11 May 1948

MEMORANDUM FOR THE ASSISTANT DIRECTOR, SPECIAL OPERATIONS

1. The attached is a highly commendable effort on the part of [] STAT to arrive at a solution of personnel difficulties which have become practically hopeless. In essence he is driven by desperation to volunteer to take over some of the duties of those who are supposed to be delivering us services, which they are not, but assuming some of the functions of PB/CIA is not the answer.

2. Under the present organizational setup, OSO has neither responsibility or authority to recruit staff employees. Therefore, we hardly have authority to test staff applicants. If we are convinced that PB/CIA is not competent to recruit or test OSO candidates, we should insist that their performance of duty be improved. If this is impossible, the functions of CIA should be realigned so that recruitment of OSO personnel comes under OSO.

3. However, as our organization now stands, the problem raised in the attached is the problem of PB/CIA. It is their job to recruit the [] people STAT we now have on requisition.

4. We also have a weakness in our own shop, in that about 15 people have to be unanimous about a character's possibilities before he can be hired - and of course PB/CIA blames everything on the insurmountability of this obstacle. Some of our prima donnas say this is such a personalized business that it cannot be done otherwise. Actually, Operations has about three times as much authority as they should have for good organization - so much so that a realistic organizational chart would show ADBO as a small appendage to a gigantic block labelled OPS. (I cannot for the life of me see why Personnel, Training, or anything else but Operations comes under OPS).

5. We should not have to go into a lengthy consideration as to how we might escape from obvious incompetents, the brunt of their duties, any more than the Captain of a battleship has to be concerned with the selection and examination of candidates for midshipmen who will later be ordered to his ship as Ensigns.

6. An organizationally proper personnel division should recruit people, test them, etc. etc. They should deliver personnel who in their opinion, as supported by practical tests, etc. are thoroughly qualified to fill the jobs we need filled. We should accept their results and recommendations. If the candidates don't pan out in six months, fire them. Then fire the personnel people who are so inefficient at picking out what we want, and get some others who know their jobs, who may not draw more pay than ADBO, but who will be interested in serving the organization and in delivering the goods, instead of trying to build an empire, get into everybody's business, and meet every problem with bureaucratic evasions.

7. During my indoctrination tour in Q building I was amazed at the amount of time our area chiefs spend on personnel problems, training questions, services and a dozen other headings from which they should be free in order to devote their time and talents to what is supposed to be their *raison d'être*: winning.